

DD/A Registry
File Personnel

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM
UNCLASSIFIED Approved For Release 2002/01/10 : CIA-RDP80-00473A000400100018-2

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Bill Wells		
2	7E 26 Hqs		
3			
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Att: DDA 77-2446

Remarks:

[REDACTED] on his own initiative, undertook to write the attached paper. I send it to you, complete with his buck-slip, in the belief it may be helpful to you.

TO	NAME AND ADDRESS	DATE
1	Deputy D	30 APR 1977
2	UNCL	SECRET

FORM NO. 237 Use previous editions 1-67 *USGPO: 1976 - 202-953 (40)

Distribution:

Orig RS - DDO w/Orig of Att

- 1 - DDA Subject w/cy of Att +bkgd (DDA 77-2312)
- 1 - DDA Chrono
- 1 - JEB Chrono

[REDACTED] on his own initiative, undertook to write the attached paper. I send it to you, complete with his buck-slip in the belief it may be helpful to you. /s/Jack Blake"

DDA 77-2446: Memo dtd 29 Apr 77 to DDA fr AD/Pers, subj: Letter from DDO Employee (GS-8) to the DCI

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Administration		
2			
3			
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
DDA 77-2446			
Remarks: <p>Jack: I believe you have already seen a copy of an anonymous letter sent to Admiral Turner. For your convenience we have that attached as Tab A.</p> <p>Recognizing the implications of the letter for the DDO, I felt we were duty-bound to prepare some comments, even though we were not officially asked to. Just perhaps Bill Wells might find something in our study he may be able to use. For this reason, you might consider forwarding it to Wells for whatever purpose he thinks it might serve.</p> <p>Admittedly, some of the criticisms made by the employee are difficult to refute. As you know, however, too often these criticisms are based on misperceptions rather than fact, and</p>			
FOLD HERE TO RETURN TO SENDER (over)			
FROM: NAME, ADDRESS AND PHONE		DATE	
Acting Director of Personnel [REDACTED]		29 APR 1977	
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	

FORM NO. 1-67

237

Use previous editions

*USGPO: 1976 - 202-953

(40)

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maybe some of our information would be of assistance to Mr. Wells in developing his response to the Director.

PERS 77-1360

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DD/A 77-2446

21 DEC 1977

MEMORANDUM FOR: Deputy Director for Administration
FROM : [REDACTED]
Acting Director of Personnel
SUBJECT : Letter from DDO Employee (GS-8) to the DCI

1. Attached is a copy of a letter (Tab A) written to the Director relative to personnel management practices in the DDO. The employee's comments reveal his perceptions of current problems in the DDO (the significant points are underlined). Certain of his observations are made without the benefit of accurate information, however, according to the recent OP initiated Agency findings, many of his feelings and concerns are shared by a large number of DDO employees.

While the DDO has the action as regards responding to this situation we can provide observations and data relative to certain elements of the employee's letter that might be useful to the DDO in preparation of their response.

2. General Observations

On the assumption that the statements presented in the employee's letter are factually true it would appear that he either:

(a) Had not availed himself of the services and mechanisms (i.e., placement after training, counseling, information) established and offered by the DDO Career Service or;

(b) Was unaware of the services available or;

(c) Unfortunately not provided such services.

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Whatever the origins of the situation as he describes, the employee seems to have been left without a sense of career direction and holds negative and in certain stated instances, clouded perceptions of DDO career and personnel management that could have been dispelled through use of the established system.

For example, the employee has a distorted understanding as to what determines the number and level of promotions which can be authorized by the DDO. He refers to a "quota system" suggesting possible arbitrary promotion rates and is apparently unaware of the use of the Career Service Grade Authorization (CSGA) system for effecting average grade controls. Another example is illustrated by the employee's suggestion that the Quality Step Increase be used where promotions are not granted. This approach is at odds with considerable employee opinion on the subject and reflects his level of understanding of Agency incentive awards programs.

3. Specific Comments

A listing of the major concerns of the employee as reflected in his letter and our comments as to what action may be considered to address these concerns follows.

(a) Two employee surveys in three years - no action taken.

The employee was hired during a time when the Agency and the DDO in particular came under increasing outside pressure. The ability of management to address problems of the kind cited by the employee were hurt by the ever increasing demands on its time by external requirements. Although the DDO conducted an employee survey in 1974, many top management changes continued to take place and according to data collected relative to the Office of Personnel's survey (morale) of mid-level managers, over 60% of them had not held their jobs in excess of two years. The Agency-wide employee survey conducted last summer confirmed that career management was a major employee concern. The recently issued report to the DCI showing a comparison of employee attitudes among the Career Services highlighted the extent of the career management problem in the DDO as members of that Career Service view it.

Individual detailed reports to the Career Services on the responses of their careerists to the survey are in the process of being developed. We expect the DDO analytical report to be completed sometime during the month of May. Attached herewith (Tab B) however are pertinent extracts from the overall report to the DCI on comparisons among the Career Services which provide insights into DDO employee attitudes.

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(b) Submission of suggestions to the last survey with request - not responded to - for discussions if there was interest in discussing the suggestions.

The Office of Personnel's Agency-wide employee attitude survey specifically advised and assured respondees of anonymity. Any employee names, inadvertent or otherwise were not recorded nor recoverable in collating the questionnaire data.

The substance of suggestions contained in the responses will be incorporated in the individual reports being developed for the Career Services.

(c) Personnel management - long term planning.

The employee expresses the thought that "five or even ten or twenty year plans for people in the DDO" would be desirable.

The Agency has experimented with formalized individual career plans but found through experience that there were significant difficulties encountered in this approach, particularly in terms of employee expectations, that could not be fully realized; the reasons remain valid today:

- (1) Many employees do not have realistic aspirations.
- (2) Supervisors and counselors are not in a position to predict where desired openings might realistically become available.
- (3) Employees usually rank their assignment preferences and would be reluctant to take lower preferences.
- (4) Individual development efforts may not mesh with the timing when target jobs become available.
- (5) Preferences for assignments by employees "bunch" toward the so-called attractive jobs with fewer volunteers for certain other assignments which nonetheless must be staffed and in fact may be more appropriate for employee development.
- (6) Multiple candidates for an assignment is basic to the merit system, therefore no one competitor for an assignment can be given assurance of success.

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(7) In the final analysis, Agency requirements must override employee preferences.

Career Services are charged with establishing policies, systems, and the environment for employee development - including recognition of employee preferences and capabilities for assignment.

Execution of these responsibilities must be carried out in the context of the realities of changing requirements and opportunities.

4. Since last Fall a number of initiatives have been taken in response to issues identified in the survey and by the Executive Advisory Group. These include new policy lines with respect to promotion, separations, grievance procedures, initial assignment and employee orientation and exchanges of views on the subject of career development.

Staff work is underway to study and examine other aspects of Agency personnel management to improve the effectiveness of our programs.

25X1A

Atts.

Distribution:

- Orig & 1 - Adse
- 2 - D/Pers
- 1 - OP/P&C

OP/P&C/ [REDACTED] cmc (29 Apr 77)

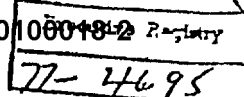
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Approved For Release 2002/01/10 : CIA-RDP80-00473A000400100018-2

TAB
A

Approved For Release 2002/01/10 : CIA-RDP80-00473A000400100018-2



22 April 1977

The following letter was written by a GS-8 case officer in the DDO with three years experience with the Agency.

Dear Admiral Turner,

Concerning your memorandum of 18 April 1977 to all employees asking for comment on matters raised in Mr. [REDACTED] I feel that there is definitely a need for discussion on one particular point to which [REDACTED] alluded in his letter. First, I must say that I do not approve of [REDACTED] publication of the letter nor do I agree with some of his comments. Yet, I can readily understand why [REDACTED] did as he did--his frustrations had reached the point where he felt that nothing short of public disclosure would result in action. So far as [REDACTED]'s complaints are concerned, he went too far in condemning Agency operations, and in so doing, the entire tone of his letter became anti-Agency. I choose not to address myself to such allegations by [REDACTED] as I am in accord with Agency operations, goals and objectives. During your reading of this letter, I ask that you keep this in mind. I support the Agency, wish it the best and hope to make it my career; however, the personnel policies of the DDO do leave a great deal to be desired. This is perhaps the only point on which Mr. [REDACTED] and I agree.

During my three years here, the Agency has initiated at least two employee surveys, both of which have revealed that the DDO has very real personnel problems; yet, as far as I can see, there has never been any action taken as a result of these surveys. Since I personally feel that one should not complain without being able to make constructive suggestions, I added suggestions to the last survey and asked that I be gotten in touch with if there was interest in discussing my suggestions. Of course, nothing came of that. The results of the most recent survey have recently been published, as have the results of all past surveys, but there has still been no action. The personnel problems of the DDO are not new or unknown. They have existed for a long time and are recognized, but there has just never been anything done.

The basic problem with DDO professional personnel management is that there has never been any effective long-term planning, not in terms of overall DDO personnel needs or of individual careers. The Agency responded to [REDACTED] and even when it became apparent that American involvement was on the wane, people continued to be hired. Only recently has hiring [REDACTED] lack of foresight is now

-2-

resulting in an overpopulation of case officers and other professionals at Headquarters, which will take years to diminish. In the meantime, this shortsightedness has condemned the newly arrived officers like myself to lengthy Headquarters tours. Granted, DDI personnel are rarely stationed abroad, but DDO officers were specifically hired to go overseas and work for the Agency, and in many cases, this is the primary reason that an individual chose to work for the Agency. Also, the DDO promotion system is geared for the officer who is serving overseas, and it is difficult for a Headquarters officer to receive a promotion unless he has progressed to the managerial ranks. This situation is particularly frustrating for the young officer who likes working for the Agency but faces a tough fight to get himself overseas. In some cases an officer may have to wait two years after having operations training before being assigned overseas, and by this time has forgotten much of the training.

SURVY
PHOTO

~~As a result of poor personnel distribution at Headquarters, officers run the likelihood of being either vastly over or under employed.~~ While some areas have too many people, others have too few. Vacant field positions are currently extremely difficult to find, and when one can be located, they are usually so high as to preclude the assignment of a GS-8 or 9 case officer (some divisions only have beginning case officer slots in the GS-12 category). Right now, those assigned to the field are understandably not eager to return to Headquarters, because they are aware that Headquarters is overcrowded and the work is not as interesting as in the field.

DDO

As you can well see, the situation does not foster a great deal of optimism on the part of younger DDO officers. ~~I, for example, completed the four month operations course only to find upon my return that there was no place for me, either at Headquarters or in the field.~~ I was placed on administrative leave for a month, until I finally located a job for myself. It seems odd that the Agency was willing to hire me, train me for over a year, invest thousands of dollars in an operations training course for me and yet have no job in mind for me when I returned. My case is by no stretch

of the imagination an isolated one. ~~Every day, people return from the operations training course, language courses or from the field only to find that they have no job.~~ What is worse is that there is practically no mechanism to find jobs for these people. Many are given the same treatment I received upon my return. I received a list of the Personnel Evaluation Management Officers of all the divisions and told to make the rounds. This old, established procedure for locating a job is called "walking the halls", which almost all DDO officers have done at one time or another.

The DDO has a Personnel Office, but it is not even granted the dignity of rubberstamping selections made by Branch Chiefs, Division Chiefs and Chiefs of Stations or Bases--this vital function is reserved for the Personnel Management Committees.

During the course of my work, I come in contact with quite a few DDO officers, and if their comments validly reflect the mood of the DDO as a whole, there is universal dissatisfaction with personnel management. Having assessed the complaints of various officers, I have satisfied myself that most are not chronic complainers or malcontents and that they have legitimate cause for concern. These people are like myself--concerned individuals who support the Agency because they believe in it. Yet, young people with vision who represent the future of the Agency leave daily because they feel themselves mired in a bureaucratic quagmire that stifles initiative and precludes advancement.

I have the following suggestions which I think might help alleviate the personnel problems of the DDO.

1. I have heard that the Career Training Program has at last ceased placing new people in the DDO. If this indeed fact and not merely rumor, it is a step in the right direction.

2. ~~Implement a career program in which the individual has a say in the planning of his own future.~~ Perhaps we should start five or even ten or 20 year plans for people in the DDO, which would provide everyone with at least an idea of what they will be doing and where for the next few years. If a little thought is put into the planning, it should be possible to create a system

-4-

whereby management (i.e. the Agency) and the individual both profit. The current system is chaos for personnel managers as well because they are unable to plan ahead for their own needs. By lining up openings for an individual years in advance with an eye to his career development, management also benefits by being able to know at any one moment their manpower needs of the future.

Such career management/planning could be performed in the following manner. After soliciting an individual's desires, personnel would outline an entire plan for his future. After a tour abroad for five years (for example), the individual will return to Headquarters to this specific position which we have identified taking into account his abilities and our desires for his career advancement. After two years at Headquarters, return the individual to the field for another tour. At each step in the process, the Agency should consider projected assignments with a view to the individual's potential and his career development. Calculate the assignments so that each can be viewed by the individual as a new and interesting challenge which will not only result in advancement in grade but will result in a continuing challenge which will maintain the interest of the individual. As it is now, the system is so impersonal that the individual soon begins to feel that he is no more than a cog in a machine--he takes virtually no part in his own career decisions and soon begins to feel that the Agency could not care less about him as an individual. We must develop a system where the individual may retain his dignity and feel pride in the contribution he is making. Unfortunately, walking the halls does not accomplish this.

3. ~~End the quota system on promotions.~~ Currently only a specific percentage of those proposed for promotion are indeed promoted. Even though an individual performs his job well and is recognized as doing so, this does not automatically mean that he will be promoted. This stifles initiative and makes the person wonder why he should work so hard if he is to receive no recognition for it. ~~Perhaps~~ ~~Quality Step Increases could be used more often.~~ The amount of money expended is small, but it can cause a large gain in individual pride. This small gesture can make an individual feel more a part of the organization.

Dissatisfaction with the DDO personnel system is now widespread, and halfway measures will not be enough. On the other hand, I can readily see why division management would not be interested in improving the system as this is the same system which brought them to power. Yet, if we are to retain those who are the future of the Agency, we must take action.

-5-

As a matter of principle, I am opposed to anonymous letters, but as I have read Mr. Wells' cable and realize its intent, I must resort to such a letter. There is no honor in writing an anonymous letter but neither is there honor in accepting unemployment compensation.

Of course, the lack of a name at the bottom is not an insurmountable problem. Should by chance my identity be discovered and I be either fired or allowed to languish in a nothing job for the rest of my life, it would be well worth it if only this letter could result in better personnel management for the DDO.

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TAB
B

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Selected Results
Agency Employee Survey
Summer 1976

The following data is extracted from the report Employee Opinion by Career Service Affiliation dated 22 April 1977, and depicts DDO employee responses as compared with Agency employee attitudes at large.

The numbers shown are centile scores and are derived as follows:

The percentage of "yes" answers by employees of the DDO to each questionnaire item is converted into a standard score which reflects the relative deviation of the career service percentage figure from the Agency mean percentage figure based on a normal distribution. This standard score is converted to a centile to establish the point in distribution above which and below which any given percent of cases falls. The centile depicts the career service's relative position in the Agency with respect to the item in question. For example, a DDO Career Service centile score of 75 indicates that in only 25 times out of 100 would Agency employees at large respond more positively, i.e. with more 'yeses' to the question, than DDO Careerists. The following guide is provided for interpreting centile information.

Centile	1-15 (significantly below the average response)
"	15-30 (borderline)
	30-70 (typical or average response)
	70-85 (borderline)
	85-99 (significantly above the average response)

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CENTILE SCORE

Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?	15
------------------------------------------------------------------------------------------------------------------------------	----

MANPOWER UTILIZATION/WORK
ORGANIZATION

Are you given enough work to do?	11
-------------------------------------	----

Are you given too much work to be able to do a good job?	7
----------------------------------------------------------------	---

CAREER DEVELOPMENT/EMPLOYEE
COUNSELING

Do you think that, overall, your Career Service is ful- filling its responsibilities in the area of career manage- ment?	10
--------------------------------------------------------------------------------------------------------------------------------------	----

Are you encouraged to develop your skills and abilities?	19
----------------------------------------------------------------	----

Do you feel free to discuss your career in- terests or problems with a career counselor?	82
---------------------------------------------------------------------------------------------------	----

Do you feel that your Career Service provides satisfactorily for em- ployee career develop- ment needs?	6
---------------------------------------------------------------------------------------------------------------------	---

Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Organi- zation employee?	13
----------------------------------------------------------------------------------------------------------------------------------------------------------	----

Do you feel the Agency's career counseling services are satisfactory in meeting employee needs?	8
----------------------------------------------------------------------------------------------------------	---

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CENTILE SCORE

Do you feel the Agency's
counseling service related
to on the job problems
(supervisor, safety
materials, equipment, etc.)
are satisfactory in meeting
employee needs? 28

Do you feel the Agency's
counseling services related
to problems of cover,
security, conflict of
interest, etc, are satis-
factory in meeting employee
needs? 6

Do you feel you would jeop-
ardize your standing in your
Career Service if you respond-
ed to a vacancy notice? 26

Do you believe the Agency
vacancy notice system works
satisfactorily? 3

Is there adequate opportuni-
ty for rotational assignments
to other positions in your
Career Service? 29

PROMOTIONS/PERFORMANCE
EVALUATIONS

Do you think that promo-
tions are given fairly in
your career service? 31

MORALE

Employees who feel component
morale is high-very high 8

Employees who feel component
morale is low-very low 86

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DD/A Registry

DD/A Registry
77-4695

DD/A Registry

File

Personnel

22 April 1977

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